United States Agency for International Development (USAID)

Agency Priority Goal | Action Plan | FY 24 - Q1

Diversity, Equity, Inclusion, and Accessibility in USAID Programs

Goal Leader:

Neneh Diallo
Chief Diversity, Equity, Inclusion, and Accessibility (DEIA) Officer
Office of the Administrator

Goal Overview

Goal Statement:

- USAID's engagement will become more inclusive, equitable, and responsive to the needs, priorities, and solutions of the diverse communities, organizations, and people in the countries in which we work. By September 2025, USAID will:
  - expand locally-led programs;
  - ensure that all Missions have a Gender Advisor with a sufficient Level of Effort (LOE)* aligned with internal policy requirements; and,
  - update both programs and acquisition and assistance practices to promote equity, inclusion, and accessibility in line with applicable policies and federal regulations.

This APG aligns with the five strategies in USAID's 2023 Updated Equity Action Plan (pending White House clearance)

Problem to Be Solved:

- Governments, local civil society organizations, and populations with which and whom USAID works often cannot operate on an equal footing with international agencies. This inequality can remove or reduce local communities' input from decision-making processes on critical programs, even though these communities have the greatest stakes in the success of the programs.

- Too little of USAID's funding goes directly to local organizations, firms, and institutions based in the countries where USAID works. Between FY 2012 and FY 2021, the percentage of USAID's funding that went directly to local partners increased from only 4 to 7 percent, then rose to 10 percent in FY 2022. Expanding partnerships with these local organizations, firms, and institutions enhances equity, fosters more sustainable results, and strengthens local systems.

- Marginalized communities and populations, including those who face discrimination and thus may have limited access to a country's benefits, legal protections, and social participation, are often excluded from the benefits of development programs when specific efforts to involve them in development programming are not made. This situation undermines progress toward the Sustainable Development Goals.

*Minimum Gender Advisor LOE for Missions with a program budget of less than $30 Million will be 50 percent; $30-100 million, 75 percent; above $100 million, 100 percent. Per ADS 205, a Gender Advisor is defined as a person with the technical skills, competencies, and experience necessary to provide appropriate, in-depth guidance to technical and program staff to ensure that gender equality and women's empowerment are integrated in meaningful ways across the program cycle, but especially in program design. Gender advisors are appointed by Missions or Washington Operating Units and possess an educational background or experience working on gender integration and women's empowerment in one or more technical fields. In all cases, the advisor will have responsibilities explicitly included in their job description. The Office of Human Capital Talent Management (HCTM) has pre-classified Standard Position Descriptions (SPD) on their SPD Page.

Goal Overview

Challenge:

- Power imbalances that subordinate the interests, perspectives, well-being, and democratic will of marginalized and underrepresented populations create inequalities within international humanitarian and development efforts.

Opportunity:

- Democratize the development process, elevate the leadership of local actors, and expand USAID's partner base to include more local partners and non-traditional partners from underserved communities.
- Make USAID funding more accessible, equitable, and responsive by reducing barriers to partnering with USAID and expanding the use of good practices for elevating local leadership.
- Effectively and meaningfully include persons with disabilities in USAID-funded programs and activities by planning and budgeting for disability reasonable accommodations in grants and contracts.

What Success Looks Like:

- By 2030, at least half of USAID's programming will place local communities in the lead to co-design projects, set priorities, drive implementation, and/or evaluate the impact of USAID programs.
- USAID Missions, Bureaus, and Independent Offices (M/B/IOs) will systematically assess and analyze the needs and priorities of marginalized groups and best approaches to address them.
- USAID will expand the number of dedicated and qualified Gender Advisors and increase investments in gender equality and women's empowerment toward the target of doubling USAID's gender work by the end FY 2025.
- USAID will implement the five strategies in its Equity Action Plan. The strategies align with Executive Order (E.O.) 14091, *Further Advancing Racial Equity and Support for Underserved Communities Through The Federal Government*, and will establish a foundation for moving toward the longer term targets in the E.O.

Goal Target(s)

	Achievement statement	Key indicator(s)	Quantify progress					Frequency
	We will…	**Name of indicator**	**Start Value**	**As of (Date)**	**Target value**	**Current value**	**As of (Date)**	**Update cycle**
1	Expand locally led programs; ensure that all Missions have a gender advisor with a sufficient* level of effort (aligned with internal policy requirements); and update both program and acquisition and assistance practices to promote equity, inclusion, and accessibility in line with applicable policies and federal regulation.	Percentage of new partners registered in the partner directory that have taken the pre-engagement assessment on the WorkwithUSAID platform	38%	Q4 FY 2023	40%	46%	12/31/2023	Quarterly
		Percentage of staff and implementing partners in the United States and across all Missions trained on USAID nondiscrimination provisions	30%	Q4 FY 2023	60%	30%	12/31/2023	Quarterly
		Percentage completion towards full implementation of SEE-AM, including new internal policy and new external award requirements	0	Q4 FY 2023	100%	5%	1/19/2024	Semi-Annually
		Percentage of prime contract obligated dollars made to small disadvantaged businesses	8.5% Prime	Q1 FY 2024	8.5%	3.4%	Start Value	Annually
		Percentage of external stakeholders who believe USAID's streamlined processes have made proposal/application submission more cost effective for potential partners	3.4	Q4 FY 2023	4.0	3.4***	Start Value	Annually
		Percentage of direct funding to local partners**	10%	Q4 FY 2022	25%	TBD	Start Value	Annually
		Percentage of programs that are locally led****	TBD	TBD	50%	TBD	This information will be available FY 2024 Q3	Annually
		Percentage of USAID M/B/IOs with a gender advisor whose time dedicated to work on gender equality and women's empowerment complies with internal policy requirements	37%	Q4 FY 2022	100%	TBD	Start Value	Annually
		Percentage of evaluations completed with local and/or indigenous experts on the evaluation team	64%	Q4 FY 2023	75%	62%	1/16/24	Annually

* Starting Value on 10/1/2023 (Fiscal Year 2024 start date)
**This metric is measured in dollars obligated directly to local entities in the fiscal year of reporting. The updated FY23 information will be provided FY 24 Q2 (March 2024).
See Milestones slide for timeline of data collection.
****USAID's target for this indicator is 50 percent by 2030. USAID may set interim targets once it pilots the indicator in FY 2023 and the full baseline will be available in early 2025 based on fall 2024 data collection.

Narrative – FY 2024, Quarter 1

- USAID continued to grow the WorkwithUSAID platform. Since its launch, there have been more than 590,000 unique visitors to the platform. Over 5,700 organizations have added their profiles to the Partner Directory, of which almost 80 percent are new to USAID and 66 percent are considered local partners. To date, 46 percent of the new USAID partners have taken the pre-engagement assessment.

- In addition to this data, the team launched its Funding Opportunities Feed within WorkwithUSAID, which pulls all USAID-specific funding links from SAM.gov and Grants.gov into one place on a daily basis. This will help prospective partners locate relevant "live" solicitations more easily as identifying appropriate funding opportunities has been a barrier for new entrants looking on SAM.gov and Grants.gov. The platforms have an overwhelming amount of opportunities listed from other U.S. Government (USG) Agencies, and partners find the USAID specific-stream more user-friendly and easier to navigate.

- In Q1, the *Local Evaluation and Evidence Support* activity launched with a pilot in Zambia. The IP is working with the Mission to identify local organizations, following which, there will be an assessment of each organization's current capacity and needs, and the development of a capacity strengthening training.

- In Q1, to meet Strategy 2 goals, USAID delivered two training sessions for Implementing Partners on Nondiscrimination and spent a month on Data Analysis based off of the FY 2023 sessions and commenced the rulemaking process for the SEE-AM and 'Know Your Protections' Document.

Goal Team

Office of the Administrator (A/AID):
Neneh Diallo, Chief DEIA Officer

A/AID:
Jamille Bigio, Senior Coordinator for Gender Equality and Women's Empowerment

Office of Civil Rights (OCR):
Stephen Shih, OCR Director
Laura Norton, External Civil Rights Division Chief

Office of Small and Disadvantaged Business Utilization (OSDBU):
John M. Watson, OSDBU Deputy Director

Bureau for Planning, Learning, and Resource Management (PLR):
Shereen Faraj, Deputy Assistant Administrator
Tamika Cameron, Program Officer Cadre Care and Development Advisor
Winston Allen, Agency Evaluation Officer

Bureau for Management, Office of Acquisition and Assistance (M/OAA):
Deborah O. Adeola, Procurement Analyst
Nicole Thompson, Senior Procurement Analyst
Matt Johnson, USAID Industry Liaison, Communications Director
Christopher Nikola, Strategy Lead

Bureau for Inclusive Growth, Partnerships, and Innovation, Gender Equality and Women's Empowerment Hub (IPI/GenDev) and Inclusive Development Hub (IPI/ID):
Bama Athreya, Deputy Assistant Administrator
Laurel Fain, Deputy Director (IPI/ID)
Brioni James, Senior Advisor (IPI/ID)
Aria Grabowski, Senior Advisor (IPI/GenDev)

Goal Strategies

Key Strategies:

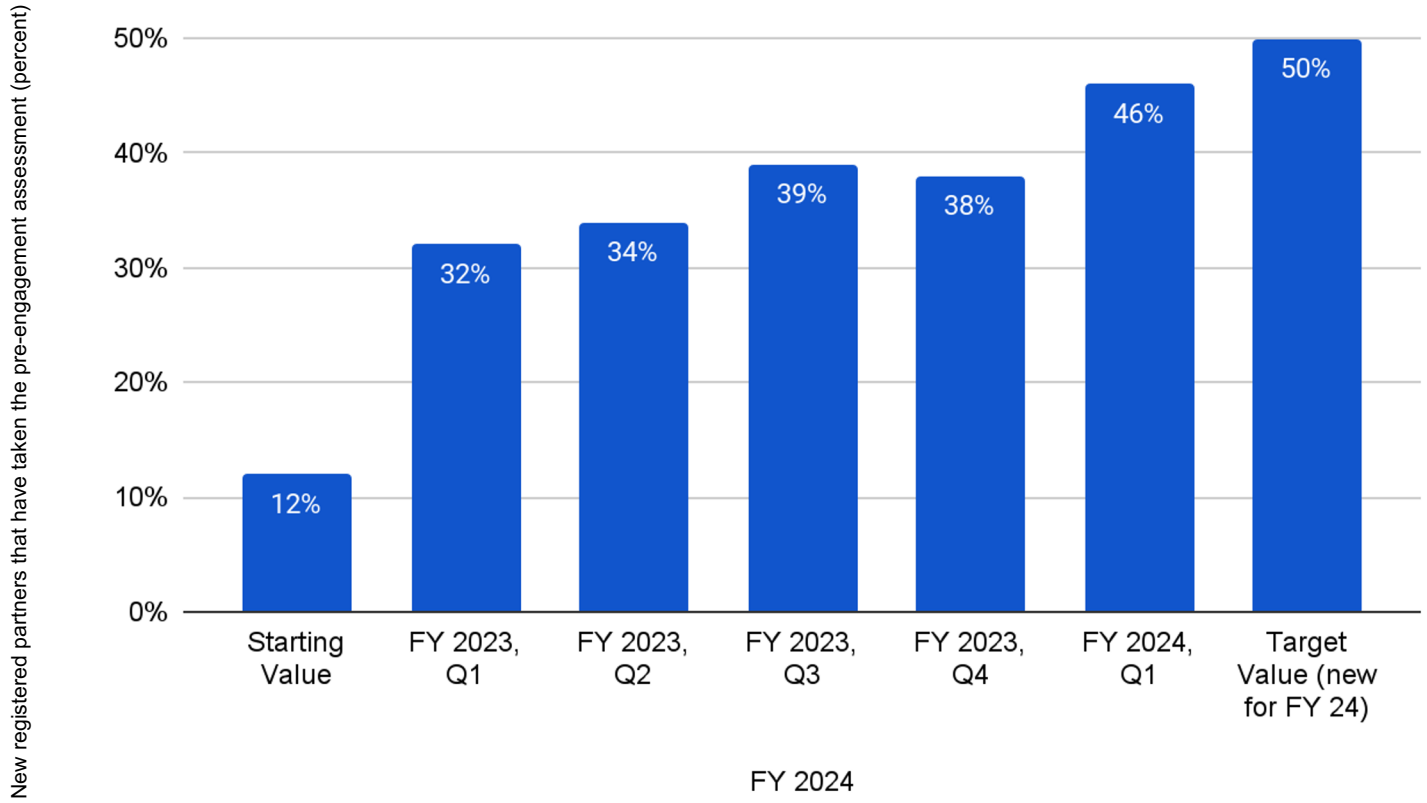
- Reducing Barriers to the USAID Partnership Process Through the WorkwithUSAID platform.
- Enhance nondiscrimination protections for program participants and employees of contractors and recipients, and the accountability of implementing partners, through training, improving policies, strategic communications, and advancing Title VI protections.
- Enhance nondiscrimination protections for program participants and employees of implementing partners by developing and implementing a Social, Economic, and Environmental Accountability Mechanism (SEE-AM) and introducing associated award requirements.
- Lower internal and external barriers for USAID awards, including by reducing acquisition and assistance burdens that negatively affect partners' ability to work with USAID.
- Increase consideration for small and disadvantaged businesses (SDBs) within USAID's policy framework, industry engagement, and partnering opportunities.
- Expand the use of good practices to elevate local leadership throughout acquisition and assistance practices and the Program Cycle by highlighting a set of practices that support locally led development, tracking their implementation to develop a USAID-wide target, and providing guidance for implementing them.
- Implement the Minority-Serving Institution (MSI) Partnership Initiative: The aim of the MSI Partnership Initiative is to match interested institutions with USAID Bureaus, Missions, and Independent Offices to increase MSI community members' access to programs and initiatives in that particular Bureau or Office.

Goal Strategies (Continued)

- Advance effective and equitable U.S. foreign assistance that meaningfully integrates inclusive development and the perspectives and experiences of women and girls in all their diversity and improves outcomes in gender equality and for marginalized populations. Increase staff bandwidth for and positions devoted to advancing gender equality and inclusive development in USAID Missions and at headquarters.
- Strengthen USAID's approach to racial and ethnic equity and support for underserved communities in policy, programming, and learning.

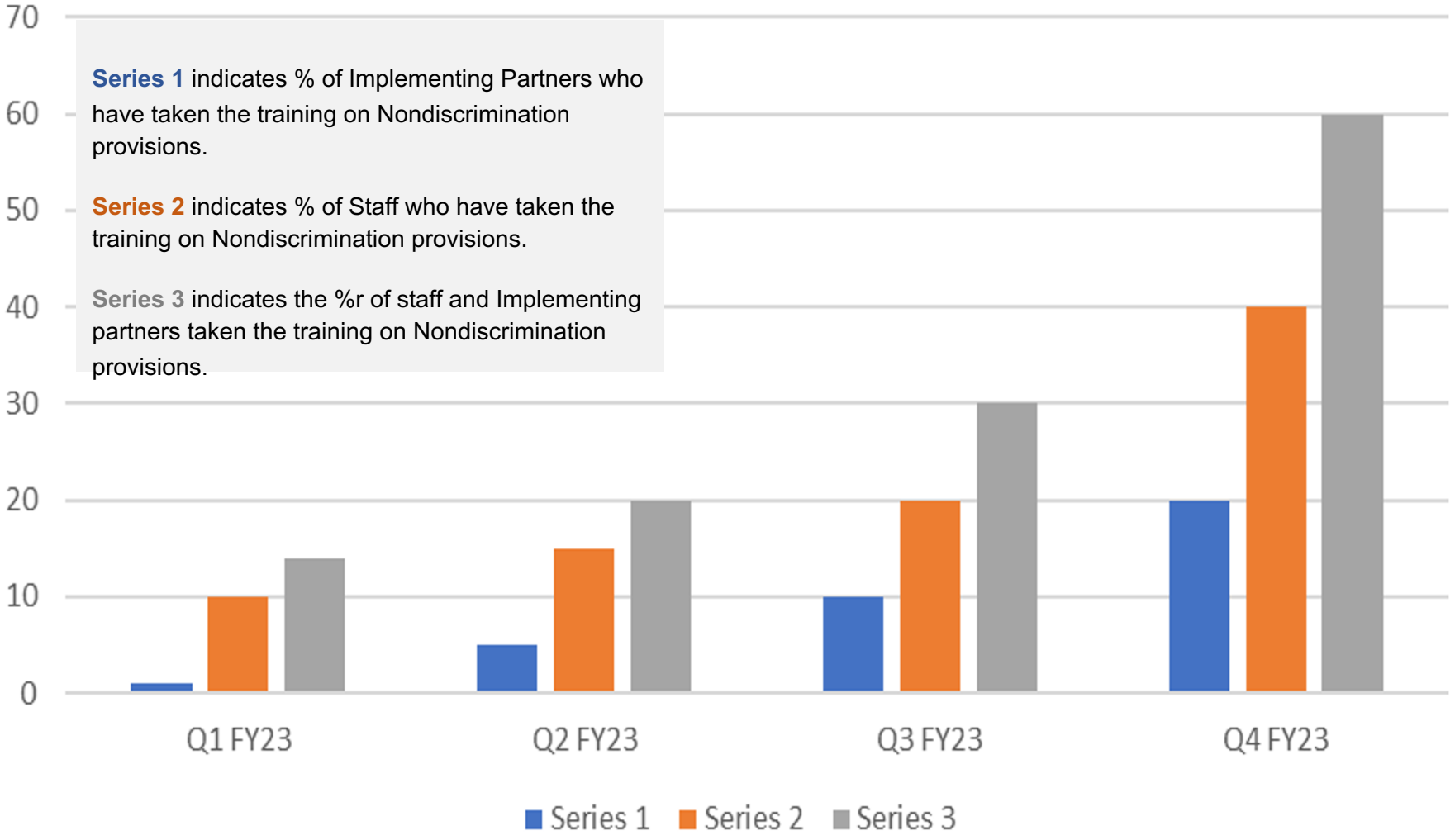
Key Indicators

Quarterly Indicator: Percentage of new partners registered (not USAID Prime or Sub partners AND with APPROVED profile in WorkwithUSAID) in the partner directory that have taken the Pre-Engagement Assessment on WorkWithUSAID.



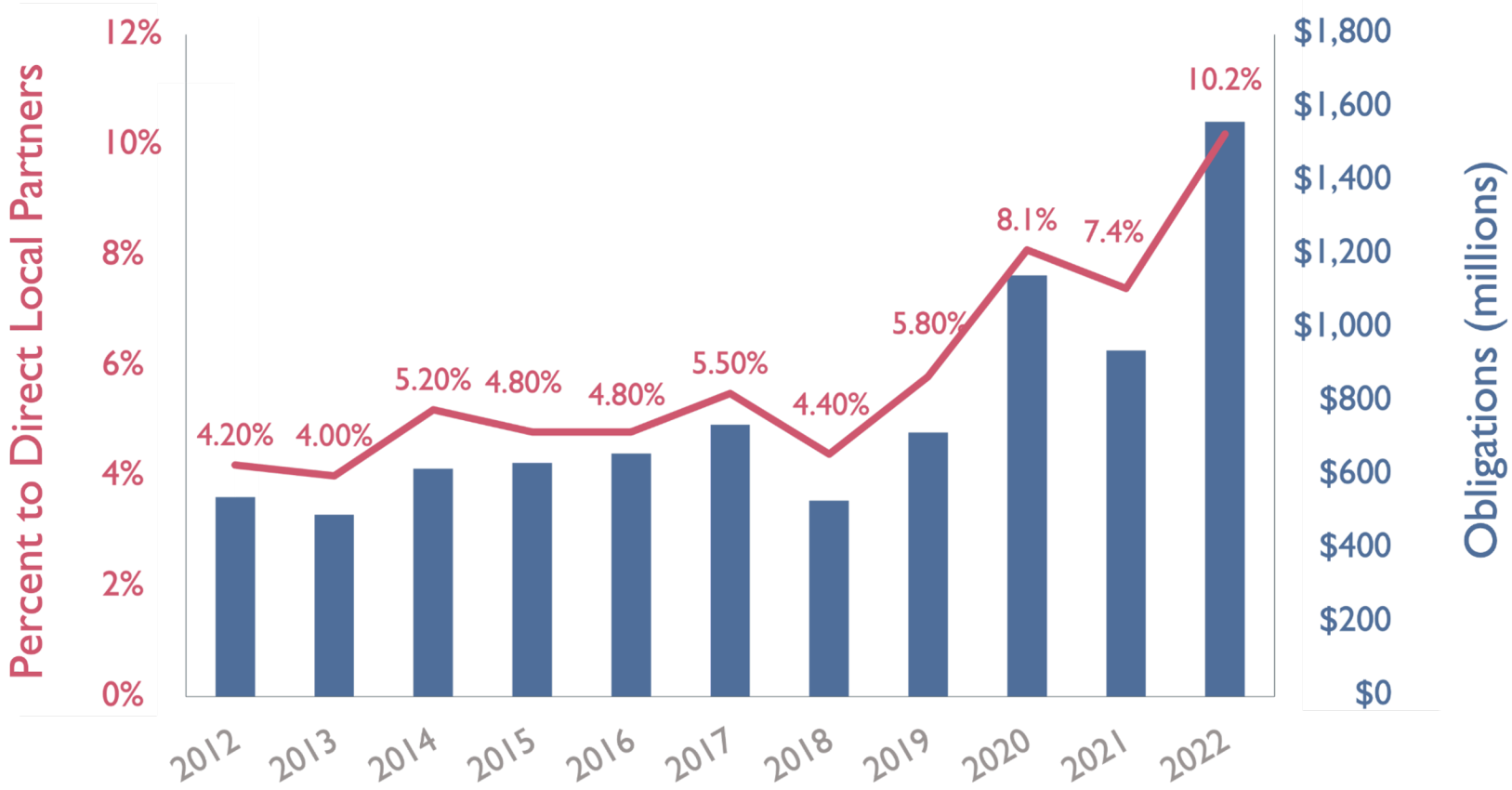
Key Indicators

Quarterly Indicator: Percentage of staff and implementing partners in the United States and across all Missions trained on USAID nondiscrimination provisions



Key Indicators

Quarterly Indicator: Percentage of direct funding to local partners



*FY 2023 data to be released during FY 2024 Q2

Key Milestones

Milestone Summary					
Key Milestone: Reducing Barriers to the USAID Partnership Process Through the WorkwithUSAID platform. **Aligned Indicator**: Percentage of new partners registered in the partner directory that have taken the pre-engagement assessment on the WorkwithUSAID platform.	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Create a Funding Opportunities Feed to centralize all USAID opportunities pulled "live" from SAM.gov and Grants.gov.	Q1 FY 2024	Complete	Complete	M/OAA	Completed and can be accessed here: https://www.workwithusaid.gov/funding-opportunities
Develop a Partnership Pathway Tool to enable new partners to take a quiz to learn about USAID's various partnership methods.	Q3 FY 2024	On Track	N/A	M/OAA	Currently developing. Based on testing results, USAID needs to do more research before piloting and launching.
Translate the website into French, Spanish, and Arabic.	Q4 FY 2024	On Track	N/A	M/OAA	Discussing the most efficient and effective way to do this timely and accurately.

Key Milestones (cont.)

Milestone Summary					
Key Milestone: Enhance nondiscrimination protections for program participants, employees of contractors and recipients, and accountability of implementing partners, through training, policy improvements, strategic communications, and advancing Title VI protections. **Aligned Indicator:** Percentage of staff and implementing partners in the United States and across all Missions trained on USAID nondiscrimination provisions.	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Schedule training sessions on nondiscrimination and Title VI protections for Implementing Partners in five Missions.	Q1 FY 2024	Completed	Yes	IPI/ID	USAID completed five virtual trainings and three in-person trainings on nondiscrimination and inclusive development for implementing partners. During the two virtual sessions, Title VI protections were highlighted.
Complete stock-taking on training for Implementing Partners on nondiscrimination and inclusion.	Q1 FY 2024	Completed	Yes	IPI/ID	In November 2023, completed stocktaking for the virtual training on nondiscrimination and inclusive development overview for Implementing Partners (See: Narrative report and PPT Slides for this process).
Draft an Automated Directives System (ADS) operational policy for External Civil Rights Complaints and Compliance and submit for USAID review.	Q1 FY 2024	Completed		OCR	Draft ADS is being refined for pre-review by OGC and DOJ before agency review.

Key Milestones (cont.)

Milestone Summary					
Aligned Indicator: Percentage completion towards full implementation of SEE-AM, including new internal policy and new external award requirements.	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Publish SEE-AM mandatory reference that provides guidance to the Agency workforce on their responsibilities if they become aware of disclosures of social, economic, or environmental harm experienced by program participants.	Q3 FY 2024	On Track	N/A	SEE-AM	Effort is running in parallel to the rulemaking work; draft internal policy guidance will be revised to align with anticipated external requirements that are being clarified by the rulemaking team.
Complete proposed rule to update award requirements.	Q1 FY 2025	On Track	N/A	M/OAA & SEE-AM	Rulemaking team has begun working on the the proposed rule with engagement from SEE-AM, M/OAA, and GC participation.
Complete rulemaking and PRA processes to integrate SEE-AM requirements into USAID awards.	Q3 FY 2025	On Track	N/A	M/OAA & SEE-AM	Will begin this process upon completion of the proposed rule and public comment periods.

Key Milestones (cont.)

Milestone Summary					
Key Milestone: Increase consideration for small and disadvantaged businesses (SDBs) within USAID's policy framework, industry engagement, and partnering opportunities. **Aligned Indicator:** Percentage of prime and subcontract obligated dollars made to small and disadvantaged businesses.	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Increase consideration for SDBs in USAID policies for planning and programming through ADS 200 and 300 updates.	Q2 FY 2024	In Progress		OSDBU	USAID's Bureau for Planning, Learning, and Resources (PLR) drafted a mandatory reference that M Bureau is currently reviewing as part of USAID's broader update to ADS 201. This update now includes OSDBU clearance for Activity Approval Memos at or above $100 million.
Provide two annual training offerings for USAID planners and buyers on how to conduct meaningful market research to identify qualified SDBs and use streamlined procurement authorities for socioeconomic categories.	Q2 FY 2024	On Track		OSDBU	OSDBU has developed its annual outreach calendar and intends to partner with the Small Business Administration (SBA) on providing this and other SDB-related training.
Determine percentage of prime and subcontract awards made to SDBs.	Q4 FY 2024	In Progress		OSDBU	USAID will negotiate goals for FY 2024 with SBA in early November 2023. USAID's FY 2024 targets are TBD, but USAID expects to increase them from the current 8.3 percent target.

Key Milestones (cont.)

Milestone Summary					
Key Milestone: Lower internal and external barriers for USAID awards, including by reducing acquisition and assistance burdens that negatively affect partners' ability to work with USAID. **Aligned Indicator***:** Percentage of external stakeholders who believe USAID's streamlined processes have made proposal/application submission more cost effective for potential partners.	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Update the Non-U.S. Organization Pre-Award Survey (NUPAS).	Q1 FY 2024	Complete	N/A	M/OAA	Revised NUPAS rolled out in Q1 FY 2024 with a series of trainings and communications.
Translation Working Group generates guidance on translation opportunities, challenges, risks, and mitigation strategies.	Q2 FY 2024	In Progress	N/A	M/OAA	Draft guidance has been outlined and full draft is anticipated by end of February for wider stakeholder review.
Poll external stakeholders on the cost effectiveness of streamlined proposal/application processes.	Q4 FY 2024	On Track		M/OAA	
Poll external stakeholders on the cost effectiveness of streamlined proposal/application processes.	Q4 FY 2025	On Track		M/OAA	

*** This metric is measured using a Likert scoring model of the responses from 1,605 respondents using a rating scale of 1 - Strongly Disagree through 5- Strongly Agree. Data Source: https://tableau.usaid.gov/#/views/2023PartnerExperienceSurvey/LikertScores3.

Key Milestones (cont.)

Milestone Summary					
Key Milestone: Advance effective and equitable U.S. foreign assistance that meaningfully integrates inclusive development and the perspectives and experiences of women and girls in all their diversity, and improve outcomes in gender equality and for marginalized populations. Increase staff bandwidth for and positions devoted to advancing gender equality and inclusive development in USAID Missions and at headquarters. **Aligned Indicator:** Percentage of USAID M/B/IOs with a gender advisor whose time dedicated to work on gender equality and women's empowerment complies with internal policy requirements.	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Ensure all Missions have a gender advisor, with duties aligned with internal policy requirements.	Q3 FY 2025	In Progress		GenDev / HCTM	
Strengthen Gender-Integration Requirements for USAID contractors through rulemaking	Q4 FY 2025	In Progress		GenDev / M Bureau	This rule will incorporate a new clause into the AIDAR that will require the integration of gender equality and Women's empowerment considerations into Agency contracts.

Key Milestones (cont.)

Milestone Summary					
Key Milestone: Strengthen USAID's approach to racial and ethnic equity and support for underserved communities in policy, programming, and learning.	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Launch local evaluator award mechanism.	Q2 FY 2024	Complete		PLR	The mechanism was awarded and is being initially piloted in Africa. It will be used to provide management and capacity strengthening support to local organizations that are contracted or awarded grants directly by USAID OUs and Missions to conduct evaluations of USAID activities.
Develop / Launch guidance for strengthening local and indigenous evaluation capacity.	Q4 FY 2024	In Progress		PLR	Now that the local evaluation mechanism has been awarded (a key component of the draft guidance), work has again resumed on completing the draft strategic guidance document. The draft is expected to be submitted for PLR review in late Q2 FY 2024 and finalized by Q4 FY 2024.
Complete and disseminate case study assessments of six USAID Missions.	Q1 FY 2024	Complete		IPI/ID	Case studies completed of USAID Missions in Guatemala, Colombia, Honduras, Sri Lanka, Democratic Republic of Congo, and North Macedonia. Data collected on best practices and lessons learned for integration Racial and Ethnic Equity (REE) into programming have been disseminated through two webinars. Best practices will also be included in a Technical Guide that will be completed by next quarter.

Data Accuracy & Reliability

- WorkwithUSAID platform: To pull the number of new partners that have registered in the partner directory and have completed the pre-engagement assessment, USAID is looking only at organizations that selected that they are not a prime or sub-partner to USAID. We will identify the number of these organizations that have taken the pre-engagement assessment to get the percentage.

- Data related to local experts in evaluation will come from USAID's Evaluation Registry, which collects this data annually for completed evaluations from all USAID operating units.

- USAID's Office of Acquisition and Assistance will use an online survey tool to measure the percentage of external stakeholders who believe USAID's streamlined processes have made proposal/application submission more cost effective for potential partners. These data will depend on partner response—and response rate may vary each fiscal year.